

Market Position (S1) What Do You <i>Stand For</i> ?	Tools for Profit™ (S2) Axioms for Performance	Boring Numbers? (S3) ‘1’ Language; All Teams	Your Company (S4) Positioning Exercise Live	Assess Gaps Map Path (S5) Vital Leader Debrief
<p>This simple, seemingly innocuous question has significant ramifications across every aspect of your business: every employee; every action; every dollar you spend to move your business forward.</p>	<p>The Tools for Profit™ is a strategic framework and process that helps senior executives link cross-functional teams to key fundamentals of business performance.</p>	<p>Different groups within your organization speak their own language. ‘Sales’ may not speak ‘Operations’ or ‘Finance’ or ‘Engineering’. Teams often develop a world view shaped by <i>their own</i> experiences.</p>	<p>During Session 4 of Vital Leader Roundtable, you will explore both a roadmap and a process to position your business in your market. You will move from theory to application.</p>	<p>Gain insight; identify both gaps and short term improvements; lay the foundation to achieve step change growth for your business in outlying years.</p>
<p>During this session, we will define, discuss, and engage the following</p> <ul style="list-style-type: none"> Organizational Performance <ul style="list-style-type: none"> Leadership practices Catalysts: Internal External Operating Discipline <ul style="list-style-type: none"> Key Axioms Business Foundation Run the Numbers <ul style="list-style-type: none"> Identify Understand key P&L relationships Market Position Framework <ul style="list-style-type: none"> Identify Understand how Market Position is at the heart of every business action in the marketplace Ladder of Inference <ul style="list-style-type: none"> Identify Understand how different mindsets radically impact business decisions Didactic Exercises <ul style="list-style-type: none"> Demonstrate how Market Position – what you <i>stand for</i> – impacts every function within an organization Creating Alignment <ul style="list-style-type: none"> Demonstrate how your <i>stand for</i> impacts every <i>spend</i> decision related to your scarce cash resources 	<p>During this session, we will define, discuss, and engage the following:</p> <ul style="list-style-type: none"> Linkage between Market Position, product innovation, and <i>functional</i> innovation Understand how Market Position is the starting point for other complimentary business competencies Identify the relationships between Market Position, PRICE management, VOLUME sales, MIX adjustment, COST spend, and WORKING CAPITAL mgt <ul style="list-style-type: none"> Share tangible examples; demonstrate relevance, business-building nature of these core relationships Develop understand how MARKET POSITION, PRICE, VOLUME, MIX, COST, and WORKING CAPITAL mgt relate to specific increases in Profit and Cash-flow Didactic Exercises <ul style="list-style-type: none"> Apply new learning in team settings; practice above linkages; how they relate to specific improvements in business performance 	<p>The one language that cuts across all groups within your organization is the language of numbers, and in particular, financial numbers.</p> <p>During this session, executives are exposed to the numbers – the financials – through the eyes of a ‘business operator’.</p> <p>We will define, discuss, and engage the following:</p> <ul style="list-style-type: none"> Demystify financials; place specific focus on P&Ls and how different P&L cuts dramatically improve business decisions View the numbers – the financials – through the eyes of a savvy business leader Explore understand the meaning of profit variance; why it matters to functional groups and their respective areas of focus Begin to unlock the power of trend analysis <p>The results of this session will lead to actionable insights; better business decisions.</p>	<p>This facilitated, structured, highly interactive group session promotes increased understanding with respect to:</p> <ul style="list-style-type: none"> <i>Target Customers</i> who purchase your products and services <i>Competitive Frame of Reference</i> including direct competitors and (or) substitutes <i>Point of Difference</i> value proposition – the source of your competitive advantage (i.e. price, convenience, functional superiority, customer intimacy) <p>Participants achieve a ‘preliminary understanding’ relative to:</p> <ul style="list-style-type: none"> “Current State” Market Position for your business Gaps in understanding and alignment relative to key components of the Market Position framework Tactical plan – a prioritization of key actions for closing identified gaps, the first step in <i>positioning</i> for future success Sense of urgency – a desire to utilize session output to manage your business to a higher state of performance. 	<p>During this debrief, we will engage leaders in a review of Sessions 1-4; with primary focus on ‘first pass’ Statement of Market Position completed in final group interaction (Session 4).</p> <p>This review will include ‘topline’ report-out of the SHAPE Diagnostic (Strategic Health Performance Evaluation). A 15-minute online C-Suite survey, SHAPE will provide key insights; identify gaps and short-term improvements linked to Operating Profit and Cash Flow; laying the foundation for step-change growth in outlying years.</p> <p>This session will also include a ‘topline’ review of Workplace Agility; a second 15-minute online C-Suite Survey. The Agility Diagnostic identifies organizational barriers that inhibit success in achieving your company’s stated business objectives.</p> <p>A successful debrief will provide tangible steps and explore financial modeling to enhance your business performance.</p>